



CITY OF DURHAM | NORTH CAROLINA

Date: October 18, 2012

To: Mayor and City Council

From: Thomas J. Bonfield, City Manager

Through: Wanda S. Page, Deputy City Manager
Bertha Johnson, Budget and Management Services Director
Jay Reinstein, Strategic Initiatives Manager

Subject: Update: Strategic Plan, Dashboard, and Joint City-County Initiatives

Executive Summary

The strategic plan is updated annually to reflect completed citywide initiatives, address emerging issues, and ensure continued relevance of the measures that track success. The indications of the performance measures, the guidance of City Council and Administration, and the feedback from residents, stakeholders, and employees, provide the framework for the update process. The end result is a Strategic Plan that translates the community's vision and the City Council's goals into actions taken by the City organization, enabling the organization to better serve the community.

A key component of the Strategic Plan is the Performance Management System (dashboard). The dashboard is a tool that highlights progress made on citywide measures and goal initiatives and that identifies and corrects negative trends. The full site is published to the public twice a year; crime statistics are published monthly.

With the recent adoption of Durham County's Strategic Plan, City and County officials discussed the need to identify several joint city/county initiatives for FY13 to ensure the alignment of both plans. City and County Goal Champions selected six priority initiatives, which were recommended to and approved by the City and County Managers. There is also an opportunity to "tri-brand" a few of the initiatives with Durham Public Schools (DPS) in the coming months.

Recommendation

The administration recommends that the City Council receive a presentation on the strategic plan annual update, dashboard progress, and joint city-county strategic plan initiatives.

Background

Strategic Plan Update

The Strategic Plan is updated annually to reflect completed initiatives, address emerging issues, and ensure the continued relevance of the measures selected to track progress. The indications of the performance measures, City Council and Administration guidance, and feedback from the residents, stakeholders, and City staff will provide the framework for the annual update process.

The Budget and Management Services Department obtained feedback from citizens by conducting three community visioning sessions (North, South, and Central Durham) on September 22nd, September 29th, and October 3rd. Also, staff employed a targeted marketing effort to increase participation from residents in northern and southern Durham, which included press releases, HOA and PAC listservs. Finally, employees will have the opportunity to provide feedback through an on-line survey beginning in mid-October. Those employees without computer access will be able to attend an employee visioning session on October 16. Employee feedback, coupled with the feedback received from the community visioning sessions, will be analyzed and provided to the City Council and Strategic Plan Goal Champions/Teams and directors for consideration during the update process.

The purpose of the community and employee visioning sessions is to document thoughts, concerns, viewpoints, and ideas regarding city services and initiatives, rather than provide information regarding current organizational performance or activities.

Dashboard

A key component of the Strategic Plan is the Performance Management System (dashboard). The dashboard is a tool that highlights progress made on citywide measures and goal initiatives and identifies negative trends. The site is published to the residents two times per year with crime statistics being published on a monthly basis.

As part of its continuing commitment to transparency and accountability to Durham residents, the City has published its third bi-annual Strategic Plan Progress Report on the dashboard, which updates the community on goals, objectives, measures, and initiative status. For the first time, all crime data and analysis associated with the “Safe & Secure Community” goal will be updated monthly instead of bi-annually.

Since the Strategic Plan ultimately drives the way the organization conducts business, it’s important that residents are informed every step of the way on what’s working well, what’s not and what our plans are for addressing the areas that need improvement. Through the dashboard,

residents can see how the City is operating and how the data is used to make operational decisions, allocate resources, and hold employees accountable.

To date, of the 25 total outcome measures in the Strategic Plan, 11 are meeting or exceeding target, an increase since the previous report in February 2012. In addition, eight are slightly below target, two are below target, and the remaining five have a target pending. Of the 30 total objectives, seven are meeting or exceeding target, a slight decrease since the previous report in February 2012. In addition, four are slightly below target, and 14 have a target pending or no current data available. Finally, of the 51 initiatives, 12 have been completed, 12 are more than 50 percent complete, and only three have yet to begin.

Joint City-County Initiatives

With the adoption of the City's first-ever strategic plan in April 2011 and the County's adoption of their plan in February 2012, City and County officials began to speak in greater detail about plan alignment and the need to identify and implement several joint initiatives. City and County Goal Champions met and identified six joint initiatives, which were recommended to the City and County Managers. Once these initiatives were approved, action plans were developed for each joint initiative and were presented to the City and County Managers prior to implementation.

This collaborative effort is a great opportunity to build bridges, foster relationships and improve communication between the organizations and the community. Additionally, this partnership will place a major focus on the pooling of resources, ultimately leading to more efficient service delivery to all Durham residents.

Finally, the opportunity to "tri-brand" the initiatives with Durham Public Schools (DPS), appears to be gaining some momentum. Meetings have already taken place with City, County, and DPS management to discuss possible next steps.

Financial Impact

There is no financial impact.

SDBE Summary

N/A